

Transformation Management
Pitney Bowes – Human Resources
(HR) Transformation Project

Key Benefit – HR service delivery model sets foundation for continued efficiency gains as company grows.

Challenges

Pitney Bowes back-end processes driving HR had become increasingly inefficient because its legacy system was the root of inaccurate data and limited employee access. In addition, its decentralized HR structure was causing redundancy across the business units.

Resolution and Benefits

*Pitney Bowes worked with its system integrator, Capgemini, to outline a transformation project that laid the foundation for a streamlined, e-leveraged and cost efficient HR service delivery model. Project team used **change management strategies** to involve key stakeholders across the organization to implement solution in 76 weeks. Project results are listed below:*

- **Reduced total HR operating costs** by 19% from \$75.4 million in 2001 to \$61 million in 2004.
- **Reduced total number of HR employees** by 22% from 469 in 2001 to 365 employees in 2004.
- **Improved employee self service** by reducing HR staff transactions and increasing work employees could complete independently.
- **HR service model has been adopted** by Canada and Europe. Canadian project successfully implemented and European project still in progress scheduled for Summer 05 completion.

Background

Pitney Bowes is a global business equipment company with \$5.1 billion in revenue and over 35,000 employees. Company used SAP ERP solution for its U.S. Human Resource Transformation.